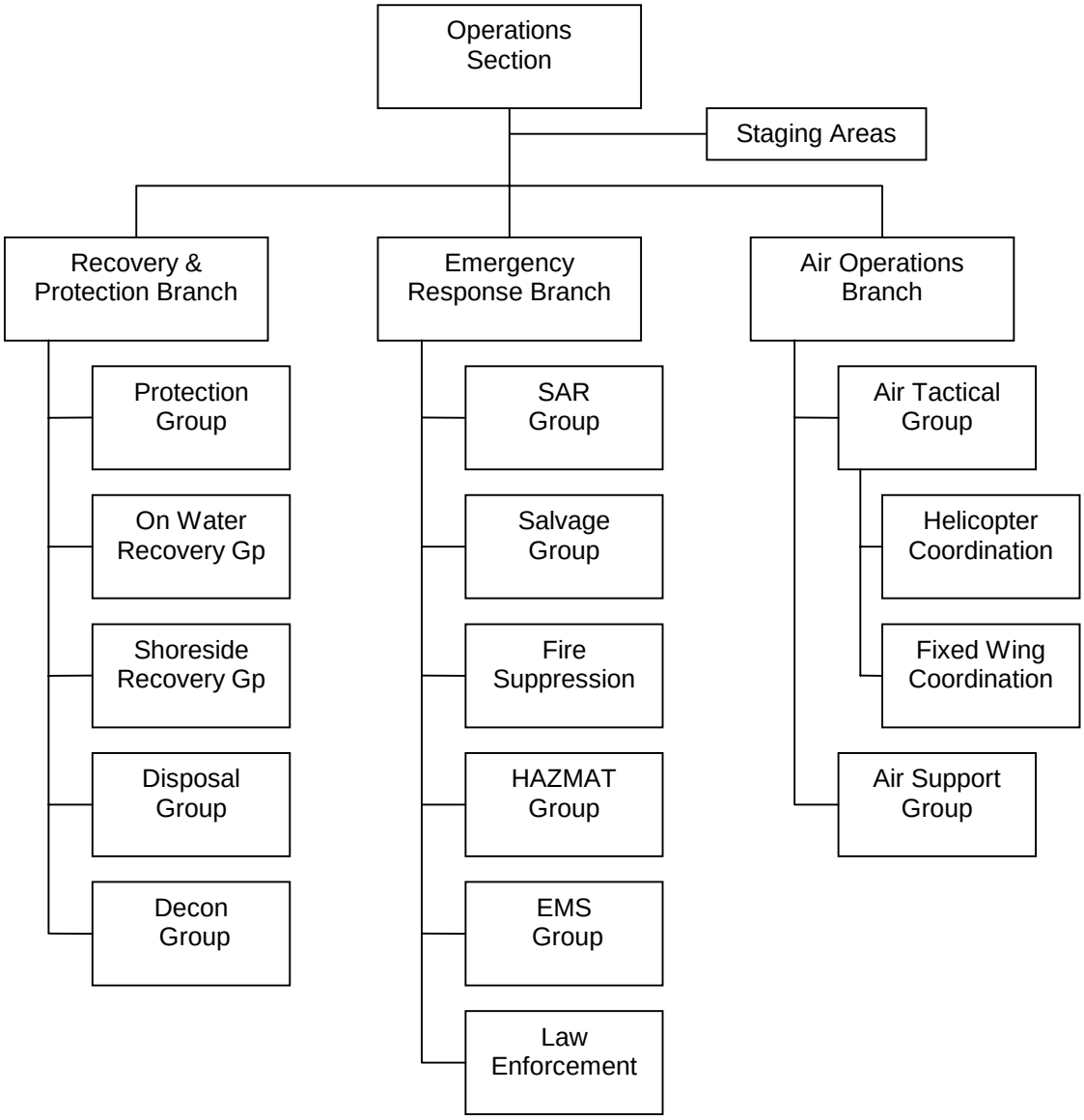
3000 OPERATIONS

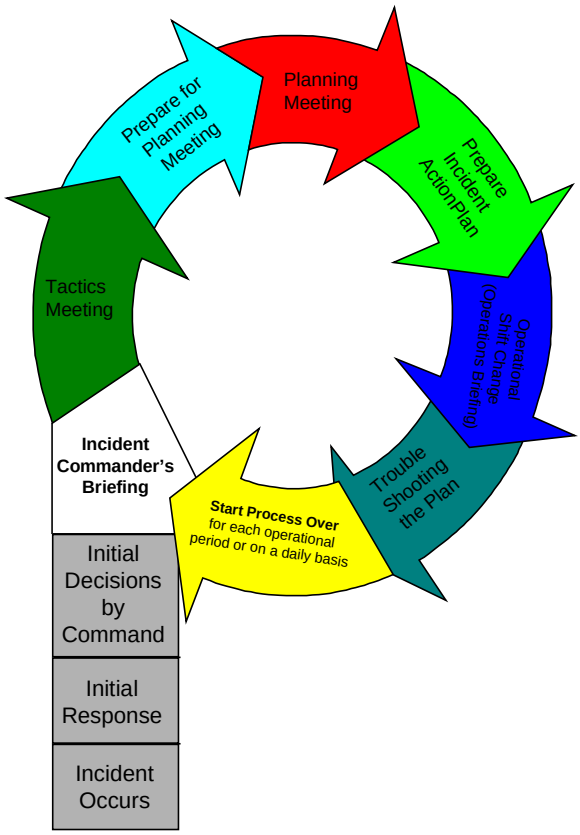
3100 OPERATIONS SECTION ORGANIZATION

The following is an organizational chart of the Operations Section and its subordinate units. It serves as an example and is not meant to be all inclusive. The functions of the Operations Section must be accomplished during an incident, however, they can be performed by one individual or can be expanded, as needed, into additional organizational units with appropriate delegation of authority.

Operations Section Organization



3110 Operations Section Planning Cycle Guide



3200 ROLES AND RESPONSIBILITIES

The operations section is responsible for all operations directly applicable to the primary mission. Directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary and report such to the Incident Commander. Includes the Recovery and Protection Branch, Emergency Response Branch, and Air Operations Branch.

3210 Operations Section Chief

The operations section chief is responsible for the direction and coordination of all tactical operations. As a part of this overall responsibility, Operations implements policies, objectives and plans that the Command and Planning Sections have devised. Operations also:

- Implement and manage the Operations Section branches and units needed to proactively accomplish Operations Section actions.
- Assist the Planning Section in defining strategic response goals and tactical operational objectives detailed in the Incident Action Plan.
- Develop detailed mission assignments, sortie schedules, duty lists, and operational assignments to accomplish the strategic response goals and tactical operational objectives.
- Identify additional response resources required or recommend the release of resources to Incident Command.
- Evaluate and report on response countermeasure efficiency.

3211 Staging Area Manager

Under the Operation Section Chief, the Staging Area Manager is responsible for managing all activities within the designated staging areas.

3220 Air Operations Branch

The air operations branch is responsible for coordinating and providing air support services to response personnel. The principal needs for air support services which in a large spill, may warrant designation as separate branches includes:

- Oil spill trajectory mapping.
- Skimmer encounter surveillance.
- Natural resources damage assessment.
- Deployment and retrieval of personnel to otherwise inaccessible areas.

The Air Operations Branch is also responsible for the following:

- Identifies air assets and needs of the response plan.
- Coordinates with FAA as necessary.
- Coordinates flight departures and arrivals.
- Maintains a status board of flight assets and status.
- Schedules flights in compliance with Incident Command priorities.
- Maintains flight safety.

3221 Air Tactical Group

The Air Tactical Group is responsible for the coordination and scheduling of aircraft operations intended to locate, observe, track, survey, support dispersant applications, or other deliverable response application techniques. In addition, the Group reports on the incident situation when aircraft are airborne.

3222 Air Support Group

The Air Support Group is responsible for supporting and managing helibase and helispot operations, and maintaining liaison with fixed-wing air bases. This includes providing:

- Fuel and other supplies.
- Maintenance and repair of helicopters.
- Keeping record of air activity.
- Providing enforcement of safety regulations.

3230 Recovery & Protection Branch

Recovery and Protection Branch is responsible for overseeing and implementing the protection, containment and cleanup activities established in the Incident Action Plan. Responsibilities include:

- Review recommendations and initiate release of resources.
- Manage on-water and shoreside recovery operations.
- Deployment of containment, diversion and absorbing boom in designated locations.
- Coordinate the on site activities of personnel engaged in collecting, storing, transporting and disposing of waste materials.
- Decontamination of personnel and response equipment in compliance with approved statutes.

3231 Protection Group

The Protection Group is responsible for the deployment of containment, diversion, and absorbing boom in designated locations. This includes monitoring the effectiveness of the protective action and modifying as necessary. Depending on the size of the incident, the Protection Group may be further divided into teams, task forces and single resources.

3232 On Water Recovery Group

The On Water Recovery Group is responsible for managing on water recovery operations, including assessing effectiveness and modifying as necessary.

3233 Shoreside Recovery Group

The Shoreside Recovery Group is responsible for managing shoreside cleanup operations.

3234 Disposal Group

The Disposal Group is responsible for coordinating the on site activities of personnel engaged in collecting, storing, transporting and disposing of waste materials. The Group is responsible for ensuring compliance with all hazardous waste laws and regulations, and maintaining accurate records of recovered material.

3235 Decontamination Group

The Decontamination Group is responsible for decontamination of personnel and response equipment in compliance with approved statues. Implementation of Decontamination Plan should be coordinated with the Site Safety Officer.

3240 Emergency Response Branch

The emergency response branch is responsible for overseeing and implementing emergency measures to protect life, mitigate further damage to the environment and stabilize the situation. Responsibilities include:

- Prioritize and coordinate all Search and Rescue (SAR) missions and mission assignments with the Operations Section Chief.
- Manage dedicated SAR resources and coordinate SAR mission resource requirements with platforms of opportunity.
- Conduct SAR mission planning.
- Direct and coordinate SAR missions.
- Determine salvage resource needs.
- Coordinate development of Salvage Plan.
- Manage dedicated salvage, firefighting, EMS and law enforcement resources.
- Prioritize responses to fires related to the incident.
- Coordinate and direct all emergency medical service (EMS) firefighting, salvage and law enforcement activities related to the incident.
- Prioritize EMS responses related to the incident.

3241 Search and Rescue Group

The SAR Group is responsible for prioritization and coordination of all Search and Rescue missions directly related to the incident.

3242 Salvage Group

The Salvage Group is responsible for coordinating and directing all salvage activities. This includes coordination of development and implementation of the Salvage Plan, and managing dedicated salvage resources. See section 3610 for more information on salvage.

3243 Fire Suppression Group

The Fire Suppression Group is responsible for coordinating and directing all firefighting activities, and managing all dedicated firefighting resources.

3244 Hazardous Material Group

The HAZMAT Group is responsible for coordinating and directing all hazardous materials activities, including prioritizing HAZMAT responses and managing dedicated HAZMAT resources.

3245 Emergency Medical Services Group

The Emergency Medical Services Group is responsible for coordinating and directing all emergency medical services related to the incident.

3246 Law Enforcement Group

The Law Enforcement Group is responsible for coordinating and directing all law enforcement activities, including isolating the incident (e.g., Safety Zone), crowd control, traffic control, evacuations, beach closures and/or perimeter security.

3300 INITIAL EMERGENCY NOTIFICATION & RESPONSE

Because this section deals with the initial emergency phase of a response, it is located in the front of this plan for quick access.

3400 TACTICAL RESPONSE PRIORITIES

Four Geographic Response Plans (GRPs) have been developed for the Maine & New Hampshire area outlining the Priority Areas for protective booming. These GRPs are intended to provide responders with guidance on response priorities for the first 24 hours of the response, or until the ICS organization is staffed and the Planning Section determines additional or alternate response priorities.

3500 TACTICAL RESPONSE OPTIONS

Specific tactics for response strategy implementation are developed by the Operations Section in coordination with the Planning Section.

3510 Containment and Cleanup

In developing response strategies and tactics, the following considerations should be addressed:

- Determine type and location of shoreline cleanup

- Set aside areas for research purposes and countermeasure effectiveness determination
- Monitor and refine cleanup strategies
- Develop criteria/guidance for terminating cleanup. Input from:
  - Unified Command (FOSC, State, Responsible party)
  - SSC and Federal, State and local scientific community
  - Natural resource trustee's
  - RRT
- Offshore considerations
- Near shore considerations
- Shoreline considerations
- Inland considerations
- Sensitive areas
- Staging areas
- Integrated Containment/Cleanup System
- Booming and containment
- Trenching and Diking
- Siphon Dams (for floating substances)
- Filter Fences (for floating substances)
- Water Sprays
- Stream Diversion or Impoundment
- Gelling or Chemical Agents
- Recovery of spilled product and contaminated debris (test for components of recovered product)
- Temporary storage (RCRA permit if necessary)
- Transport of collected material for disposal (RCRA permit)

Note: Ensure adequate disposal of released substances. Moving of hazardous substances off site must comply with regulations promulgated under the Resource Conversation and Recovery Act (RCRA). Under certain circumstances, some of the procedural requirements of the RCRA regulations can be waived. The specific circumstances are described in the RCRA regulations.

3520 Monitoring and Controlling Oil Movement

Overflights
- Computer modeling/trajectories
- Continue to monitor proximity of spill to sensitive areas

Use of dispersants, other chemicals or other spill mitigating devices or substances including in-situ burning (Refer to Section 4621)
- Pre-approved areas
- RRT consultation
- Authorization/Application Forms
- Field Tests
- Documentation of effectiveness
- Assist Env. Unit in preparing applications and plans
- Leading implementation and monitoring

3530 Removal and Disposal
- Outline disposal plan
- Federal, state and local laws/regulations
- Volume of oil or hazardous substances for disposal
- Identify disposal locations (onsite vs. offsite)
- Obtain necessary permits

- Secure transportation for product disposal

3540 Demobilization

- Final survey
- Clean/return equipment
- Survey/replace equipment
- Restore damaged areas
- Consultation with appropriate Natural Resource Trustee and property owners

3550 Salvage

This section describes salvage situations and the general guidelines to follow in responding to a salvage situation. Note: Coast Guard Captains of the Port have jurisdiction over vessel salvage; this does not preclude any other agencies' interests with respect to spill prevention or response.

3551 Strandings

This section describes actions to be taken in response to vessel strandings, and the relationship between the on-scene coordinator, the responsible party, the vessel's master, and the salvor. Information pertaining to salvage procedures was adapted from Chapter 8 of Volume I of the U.S. Navy Salvage Manual. All parties involved in a salvage response should refer to the manual for specific information relating to salvage techniques.

Salvage efforts may be divided into three phases: stabilization, refloating, and post-refloating. During the stabilization phase, salvors take steps to limit further damage to the vessel and to keep the ship from being driven harder aground or broaching. Response leaders gather information and formulate a salvage plan; that plan specifies actions to be taken during the refloating and post-refloating phases of the salvage. The refloating phase commences when the salvage plan is executed and ends when the ship begins to move from her strand. During post-refloating, the vessel is secured and delivered to the designated port facility.

3551.1 Stabilization Phase

This phase of operations must take into account the potential discharge of oil or hazardous substance into the environment. Upon stranding, the vessel's master should take the following steps:

- Have ship's personnel report to emergency stations
- Secure watertight closures
- Notify Coast Guard, vessel's operations controller and EMD
- Request salvage assistance
- Note course and speed at time of stranding
- Obtain and provide if necessary, an accurate cargo stowage plan
- Evaluate the following:
  - Safety of personnel
  - Weather and sea conditions
  - Forecast for change in w/s conditions
  - Nature of the seafloor, shoreline
  - Depth of water around ship
  - Ground reaction
  - Damage to hull
  - Damage to shafting, screws, and Rudder
  - Risk of further damage
  - Prospect of maintaining communications
  - Ground reaction
  - Likely draft/trim
  - Potential for discharge of pollutants
  - Position of vital and cargo systems' Valves

- The liquid level of all tankage (i.e. fuel, ballast, cargo, etc.)

The vessel's master SHOULD:
- Determine the vessel's condition
- Take action to stabilize the ship

The vessel's master should NOT:
- Jettison weight in an attempt to lighten ship prior to an attempt to back the vessel off
- Attempt to back the vessel off when the bottom is torn open
- Fail to take action to stabilize the ship and to determine its condition

The vessel's master should request salvage assistance immediately, and not delay pending the result of an early attempt to refloat the vessel. If the damage assessment shows the ship will not broach, sink, or capsize, the master can attempt to back the vessel clear using full engine power on the next high tide.

The Responsible Party should take the following steps:
- Contact the Coast Guard. Provide current information
- Implement Unified Command System organization

Identify salvage resources available and time required for resources to arrive on scene:
- Salvage manager
- Salvage vessel(s)
- Tugs
- Beach gear
- Barges with ground tackle
- Lifting vessels
- Pumps and hoses
- Hull patching equipment, cement
- Initiate salvage response. Over-estimate resources needed
- Inform vessel's master of all actions taken
- Obtain services of naval architect
- Conduct analysis of ship's longitudinal strength and damaged stability

After the threat of loss to life is eliminated and the emphasis shifts to protection of environmental and property, the OSC will monitor the mounting salvage efforts of the responsible party, and provide technical review and information. In the event that the Responsible Party is unable or unwilling to respond to the casualty, the government will respond to the salvage requirement, utilizing commercial and government facilities and resources.

The On Scene Coordinator may obtain services of the Navy Supervisor of Salvage by:

- Telephone Supervisor of Salvage Operations
- Initiating a message to: CNO WASHINGTON DC//N312/N866//
  Add the following if applicable:
  //N45//for oil pollution
  //N873//for diving support
  Info copy to:
  COMNAVSEASYSCOM WASHINGTON DC//00C//

  Text should include brief description of services required, location, urgency, point of contact, and telephone number. If the task is urgent and requires immediate mobilization, the message should amplify this and include a statement that funding will be provided by separate correspondence.

SUPSALVAGE can provide the services of naval architects, may provide the services of naval salvage vessels and has access to contracts which will provide the services of commercial salvors and equipment. SUPSALVAGE developed and has available software for rapid analysis of longitudinal strength and intact/damaged stability; the software is known as Program of Ship Salvage Engineering (POSSE).

Technical support is also available from the Coast Guard Marine Safety Center Salvage Team. This group can evaluate vessel stability, hull strength, and salvage plans, and may be available to go on scene. MSC may be able to provide vessel plans, if the ship is U.S. flag. The On Scene Coordinator may obtain services of MSC by calling (202) 366-6481 during business hours, or by calling FLAGPLOT at (202) 267-2100, after hours.

Initial rescue efforts will have priority over pollution response efforts, to the extent that they may interfere. Subsequent to any rescue efforts, the pollution response efforts and salvage efforts may be conducted concurrently. The On Scene Coordinator will prioritize actions when interference between salvage and pollution response efforts cannot be eliminated.

Upon being assigned responsibility for the salvage action, the salvor should:

- Advise the vessel the he (his organization, vessel, etc.) is enroute to assist, and provide ETA (estimated time of arrival) on scene.
- Ensure that the master is aware of the information covered in the proceeding paragraphs that relates to early attempts to refloat the vessel.
- Obtain all information available regarding the vessel's particular and details of the stranding. This should include:
  - An accurate position of the stranding (latitude/longitude)
  - Applicable chart numbers
  - Means used to fix position
  - Drafts at time of sailing
  - Estimated drafts at time of stranding
  - Drafts after stranding, with state of tide and time
  - Sounding alongside from forward to aft, corrected to datum of the chart of the area
  - Sounding of all tanks and voids, noting changes in contents
  - Ship's course and speed at time of stranding
  - Ships heading after stranding, and details of changes
  - Liveliness of ship (movement in response to swells/surf)
  - Weather conditions
  - Sea and current conditions
  - Extent of and damage to ship
  - Location of grounding points & estimated ground reaction
  - Type of seafloor
  - Status of ship's machinery and piping systems
  - Ship's cargo list or manifest
  - Amount & location of known hazardous substance
  - Resources available locally (tugs, cranes, bulldozers)

Based on information received from the vessel, the salvor should evaluate the following:

- Vessel's original estimates of ground reaction and freeing force
- Stability afloat and residual strength
- Ship's machinery condition and retraction power available locally
- Ship's ability to proceed to safe haven after refloating

The salvor should then advise the master based on these evaluations, and take the following steps to mobilize the salvage force:

- Determine personnel and materials needs.
- Collect information about the stranded ship. Sources include:
  - Owner
  - Vessel's classification society
  - Coast Guard
- Ensure needed navigation material is on board.
- Begin recording written record of information and actions taken.
- Ensure that salvage vessels enroute will be prepared to respond upon arrival to the stranding site.

Upon arrival (in coordination with the response organization/OSC where applicable), the salvage ship or vessel's, and personnel, should conduct damage control and position stabilization. Damage control actions may range from augmenting ship's crew to conducting fire fighting and flooding control. Position stabilization consists of securing the ship at first opportunity to prevent broaching or being driven further ashore.

The Salvor must then, in preparation for development of the salvage plan, conduct a thorough salvage survey of the vessel and its immediate surrounding. The survey is defined in the Navy Salvage Manual as being comprised of the preliminary survey, the detailed hull survey, the topside survey, the interior survey, the diving survey, the hydrographic survey, and the safety survey, and may be approached in this manner. The Salvor should refer to Section 8-2.6 of Volume I of the Navy Salvage Manual for details. The information should be recorded on the salvage survey form included in Appendix I to Chapter 8 of Volume of the Navy Salvage Manual, or an equivalent.

Working with the Responsible Party and naval architect, the salvor must develop a salvage plan. The plan must detail actions to be taken and resources to be used, and it must set organizational responsibilities and the anticipated schedule. After the plan is prepared, the Responsible Party must submit a copy of the plan to the On Scene Coordinator, for his review. The On Scene Coordinator will review the plan, provide a copy to the state(s) for review, and approve or disapprove it based on resulting risks to port safety and the environment. Any plans for intentional jettison of cargo will be reviewed as part of the salvage plan. The salvage plan should include the following:

- Basic information identifying the ship's characteristics and the condition of the stranding.
- An analysis prepared by the salvor and naval architect, which provides estimates of:
  - The ground reaction
  - The freeing force
  - Location of the neutral loading permit (point at which weight can be added w/out change in ground reaction)
  - Stability grounded and afloat
  - Strength of hull girder, damaged areas, attachment points, and rigging
  - A summary of the engineering rationale employed for selection of retraction and refloating techniques
  - Hydrographic information
  - List of specific safety hazards involved
  - Potential pollution risks
  - List of specific safety hazards involved
  - Potential pollution risks
  - Lightering Considerations
  - Booming Considerations
  - Standby Equipment
  - Means for controlling interference between pollution response efforts and salvage efforts
  - Appendices which provide detailed information regarding techniques to be employed
  - Location to which the vessel will proceed following refloating
  - Means for controlling the vessel as it is freed
  - Vessel escort, if any, to be employed

- Means for delivering vessel to destination (tow, own power)
- Any preparation of vessel necessary to gain permission for entry into port of destination
- Means of disposal if other than as above

Refer to the U.S. Navy Salvage Manual for detailed information.

3551.2 Refloating Phase

The salvage plan is implemented during this phase. The plan should be considered a working a plan with prudent changes made in response to changing conditions. During this phase, all parties should be in close communication, and the process should be brought to a halt if significant safety problems develop. The salvor, Responsible Party, and the On Scene Coordinator/Captain of the Port have the authority to stop salvage operations in this case.

3551.3 Post-Refloating Phase

This phase commences when the ship begins to move off the strand, and is completed when the ship has been delivered to safe haven or repair facility, and all salvage resources and equipment have been removed from the salvage site. The options for disposal of the vessel include:

- Steaming into port, or to another location within the port
- Towing to safe haven
- Anchoring in preparation for tow or temporary repairs
- Beaching if the ship is in danger of sinking
- Scuttling or sinking

These items should be addressed in the salvage plan, and updated as necessary following refloating. Following refloating, the salvor should check the following items:

- Overall seaworthiness
- Vessel's bottom, for damage hidden by the strand
- Potential for oil or pollution
- Piping systems and machinery
- All ship's systems necessary for the transit
- Ship's stability, list, and trim (may necessitate loading or shifting of weights)
- Patching and pumping arrangements for compartments way of damage
- Towing bridle, day marks, and navigation lights (an insurance line should be rigged even when the ship proceeds under its own power).

Following this phase, the Responsible Party shall submit a completed form CG-2692 to the Officer in Charge of Marine Inspection and submit all requested information to the Senior Investigations Officer of the Marine Safety Office.

2552 Salvage Response for other than Strandings

Salvage assistance may also be required for vessel sinkings and rescues (towing). In these cases, the relationships between the various parties remain the same as for strandings. For sinkings, the salvor must focus on methods for refloating the vessel, and vessel stability as it is refloated. For rescue situations, development of a comprehensive salvage plan may not be necessary; use of good marine practice in establishing and maintaining the tow, and coordination with the vessel's master, tow vessel, Coast Guard SAR Mission Coordinator, the Captain of the Port, States, and the vessel's owner/operator may suffice. It should be noted that in rescue situations the rescue vessel must be appropriately powered, equipped and crewed to handle to meet the demands of the tow and sea conditions. In either of these cases, the user of this plan should follow the guidelines presented, adapting them to specific salvage requirements at hand.

3600 RESERVED

3700 RESERVED FOR AREA

3800 RESERVED FOR DISTRICT

3900 RESERVED